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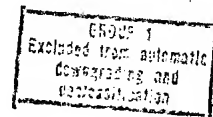
12 January 1972

MEMORANDUM FOR: NIS Committee Members and Contributors

SUBJECT : NIS -- Review of 1971 and View of 1972

1. For the NIS, 1971 was the year of innovation and redirection. The task of remolding the General Survey has been successfully initiated. Its contents have been reordered, to good effect. The addition of a lead-off thematic piece has done much to establish those compelling factors affecting a country's directions. A new contribution which synthesizes the geographic elements that influence human activities has added to a better understanding of all basic topics. To increase the Survey's utility as a reference document, we have consolidated the military-related data, increased the use of tabular presentation, and added a descriptive table of contents providing index-type assistance. The encouraging response to these changes indicates our success in capturing a new audience, and for the first time one of our publications, the China General Survey, was given the high-level dissemination usually reserved for priority intelligence. A good beginning has been made, and I thank you for your assistance and cooperation, without which these accomplishments would not have been possible.

2. But our gains were not without sacrifice. The modifications which were made to the studies during the year and the continuing effort being expended to formulate the blueprints for additional changes have set the Editorial Division far behind in its workload. In 1971, the time required to review, revise where necessary, and process a General Survey in this office nearly doubled. At year's end, 15 Surveys, instead of the usual seven or eight, were in various stages of work in the Editorial Division. We recognize that in some cases this lag is creating a hardship on contributors, especially where it means reworking sections to update them. We ask your forbearance while we retrench and struggle to reduce the backlog.

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3. Not all of the backlog, however, is due to improvements being made in the NIS. Some is the result of long overdue contributions, which hold up otherwise completed General Surveys, and some can be laid directly to poor-quality contributions, which slow the entire processing. The Editorial Division has formulated a tight workload schedule to reduce the backlog and at the same time keep the current input moving. Each contributor can aid in this effort by being on time with contributions and by submitting a well-written and carefully reviewed study.

4. While modifying the General Survey, we have laid the groundwork for other changes in the NIS Program. A study was undertaken of the remaining detailed sections, and proposals regarding their elimination have been put to the DCI and to the NIS Committee.

5. A hard look at the remaining fragments of the now disparate Program dictates its logical consolidation into a new General Survey. Attempts will be made to incorporate, on a very selective basis, the widely used portions of the detailed sections into this publication in order to serve community needs. At the same time, the production and coordination of the Survey will enable us to keep intact the methodology and organization essential to meet any future rapid and significant expansion of national requirements for basic intelligence.

6. Further innovations in the General Survey are planned. By July 1972, we will convert publication to a bound-by-chapter format. Initially, we will aim at simultaneous printing and dissemination of each General Survey, but thereafter a late submission will not delay publication of the other chapters. In the future, it will be possible to update a given chapter without revising and reprinting the entire Survey, and updating and maintenance chores will thus be eased. The new bound-by-chapter series will carry forward the recently implemented rearrangement and other modifications which have received favorable comment from users. The lead chapter, to be entitled Country Profile, will incorporate the prefatory material to the series and contain a short essay designed to provide the policymaker and problem-solver with capsule-form analysis and coordinated evaluation.

7. The coming year promises to be at least as active and probably more demanding than the last. The phasing out of the detailed sections and the subsequent total emphasis on the General Survey will require a

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reexamination of production schedules, some adjustment of production responsibilities to fit the separate-chapter concept, and an internal reorganization within Editorial Division of OBGI. The consolidation of the Program will also demand a greater emphasis on quality, as all of our stakes will be essentially on a single product. Indeed, quality, in all aspects, will become the key word for 1972.

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JOHN KERRY KING  
Chairman, NIS Committee

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